

LINDA LINGLE
GOVERNOR



RUSS K. SAITO
Comptroller

KATHERINE H. THOMASON
Deputy Comptroller

STATE OF HAWAII

WIRELESS ENHANCED 911 BOARD

May 12, 2006
10:00 a.m.

Department of Accounting and General Services
Comptroller's Conference Room 410
Kalanimoku Building
1151 Punchbowl Street
Honolulu, Hawaii 96813

AGENDA

- I. Call to order
- II. Review of Minutes for April 13, 2006 Board Meeting.
- III. Committee Updates by Chairs.
 - a. Finance Committee
 - b. Technical Committee
 - c. Policies and Objectives Committee
 - d. Administration Committee
- IV. PSAP Status Updates
 - a. Kauai
 - b. Oahu
 - c. Molokai
 - d. Maui
 - e. Hawaii
- V. Executive Director's Monthly Report
- VI. Discussion Items.
 - a. Independent Auditor's Report on Wireless Enhanced 911 Fund and Grant Fund
 - b. Review Cost Reimbursement Guidelines (Already reviewed by Policy & Objectives Committee)

- c. Review Letter to PSAPs for PSAP Tech Rep Meeting (Workshop on Maui)
- d. Draft Customer Satisfaction Survey for Akimeka Performance
- e. Website FAQ Sheet
- f. Amend Traveler Reimbursement Form in the Reimbursement Policy
- g. Board Strategic Planning Conference

VII. Announcements

VIII. Next meeting date and location

IX. Adjournment

State of Hawaii
Wireless Enhanced 911 Board

SUBJECT: Minutes of May 12, 2006 Meeting

Members in Attendance: Roy Irei, Gordon Bruce, Russ Saito, Paul Ferreira, Pete Jaeger, Dexter Takashima, and Richie Nakashima (attachment 1). Pete Jaeger was assigned the proxy for Jeff Yamane (attachment 2). John Cole was assigned the proxy for Joel Matsunaga, but John was unable to attend (attachment 3).

Staff in Attendance: Philip Kahue (Executive Director), Bill Doolittle (Technical Consultant), and Patricia Ohara (Attorney General's Office).

Guests in Attendance: Clement Chan (City & County of Honolulu Department of Information Technology).

1. The chair called the meeting to order at 10:15 a.m.
2. The minutes of the April 13, 2006 meeting was approved with addition of an item to the Action Items paragraph (#7); Technical Committee to work with Hawaiian Telcom on adding a single telephone line to PSAPs for callback on long distance calls.
3. Committee Updates by Chairs
 - a. Finance Committee Report (The ED provided the update for the Finance Committee Chair).
 - i. The Statement of Cash Flows shows the account balances for both the General Fund and the Grant Fund (attachment 4). End of month, April 2006 General Fund balance is \$10,498,332.65.
 - ii. No change on the Grant Fund; balance is \$939,969.19.
 - b. Technical Committee Report (attachment 5).
 - i. Intrado Phase II update (attachment 6).
 1. Maui and Oahu PSAP updates were provided in the attachment.
 2. Gordon Bruce stated that an option being considered, is to move ahead with Phase II implementation for the rest of the Oahu PSAPs, and bring HPD up later, after relocating from their backup site.
 3. Gordon Bruce also asked if the mapping system could be purchased directly from the vendor using Grant Funds. This would eliminate the reimbursement funding route process of the General Fund (counties expending their funds first, then seeking reimbursement from the fund). The Deputy Attorney General opined that the Grant Fund

can pay directly to the vendor for the mapping system since it was an item covered in the Grant Fund Letter. Russ Saito just reminded everyone that procurement rules still apply prior to purchases.

4. Russ Saito recommended that the Board consider a loan arrangement with the State Budget and Finance Office to assist PSAPs in procuring needed upgrades to their systems. **ACTION ITEM:** A recommendation was made for the Finance Committee Chair to discuss this issue with Budget and Finance. Patricia Ohara asked if she could also be present when those discussions are held. **ACTION ITEM:** A recommendation was made for the Executive Director to draft a letter to the PSAPs assuring them that expenses for wireless enhanced 911 services will be reimbursed.
5. Bill Doolittle asked if the Board could expend the funds on behalf of the PSAPs. That is, purchase the items directly from the vendors, and forward the needed items to the PSAPs. **ACTION ITEM:** Patricia Ohara will obtain a legal opinion on whether this is allowed.
 - ii. Project Manager for PSAPs. The letter for Governor Lingle's approval signature is with Budget and Finance (Al Katagihara). Mr. Katagihara requested more information from the Executive Director and Deputy Attorney General before recommending approval. It will then move forward to the Governor for approval. This letter is to allow a modification to the Akimeka (ED) contract for Project Management of the PSAPs.
- c. Policies and Objectives Committee Report – Nothing to Report.
- d. Administration Committee Report – The draft letter for the PSAP Technical Representative Meeting was presented (attachment 7). The date of the meeting is yet to be determined.

4. PSAP Status Updates.

- a. Kauai – The CAD link is activated. However, there is another problem. The ALI information is showing up in the wrong location. Their IT division is working with the CAD vendor and Hawaiian Telcom to fix this problem.
- b. Oahu - Issues were discussed earlier in the Technical Committee update.
- c. Molokai – Nothing to Report.
- d. Maui – May 1st was the cutover for Verizon for Phase II.
 - i. Russ Saito recommended that Maui PSAP should begin planning for a ceremony as the first PSAP to completely deploy Phase II services for all wireless providers. The deployment schedule for Maui shows Sprint as the last wireless provider to deploy in July.
- e. Hawaii

- i. IT division coordinated with Intergraph (CAD mapping vendor). Hawaii County PD is using Federal Asset Forfeiture Funds to pay for upgrades, which are not subject to county expenditure rules. Hawaii County PD also placed \$200K in the County Budget for next year to help pay for upgrades.
 - ii. Russ Saito asked if the Board should consider establishing cell sites for wireless carriers purely for Wireless Enhanced 911 services (purely public safety purposes). This will be an item of discussion in a Strategic Planning Meeting.
- 5. Executive Director's Report – (attachment 8) – Reports filed last month, and upcoming reports were highlighted. The financial update for the General Fund and Grant Fund were covered in the Finance Committee Update.
- 6. Discussion Items
 - a. Independent Auditor's Report completed by Choo, Osada & Lee, CPAs, Inc., found that the cash receipts and disbursements of the Wireless Enhanced 911 Board, State of Hawaii for the period July 1, 2004 to January 31, 2006 was presented fairly in all material respects (attachment 9).
 - b. Cost Reimbursement Policies for PSAPs and Wireless Service Providers were presented to the Board (attachment 10). It was approved by the Technical Committee and the Policy and Objectives Committee prior to the Board meeting. Roy Irei made a motion to accept the policies as written; it was seconded by Pete Jaeger, and carried unanimously.
 - c. The PSAP Technical Representative Meeting letter was presented for approval. It was discussed under the Administrative Committee Update earlier. Pete Jaeger made a motion to accept the letter; it was seconded by Gordon Bruce, and carried unanimously.
 - d. **ACTION ITEM:** Russ Saito recommended that the ED create a Policy and Practices Manual and place it on the Wireless Enhanced 911 website so Board Members can access the most current policies and practices of the board.
 - e. The ED presented a Customer Satisfaction Survey form for the Board to consider for Akimeka's performance (attachment 11).
 - f. A Frequently Asked Question (FAQ) List was presented to the Board for approval, which will be placed on the Wireless Enhanced 911 website (attachment 12). This list can be updated on a recurring basis as more information becomes available. Gordon Bruce made a motion to accept the list; it was seconded by Pete Jaeger, and carried unanimously.
 - g. **ACTION ITEM:** Russ Saito recommended that contact information for the webmaster should be listed on the website, so individuals visiting the website can make recommendations of content and aesthetics.
 - h. The Travel Reimbursement Check Request, Attachment 2, to the Disbursement Policy is amended to reflect a statement change at the

bottom of the form to show "Board Approval for Payment." (attachment 13) Gordon Bruce made a motion to accept the change; it was seconded by Pete Jaeger, and carried unanimously.

- i. The ED provided an outline for a planned Strategic Planning Meeting for the Board to consider (attachment 14). The ED recommended the meeting last for not more than one day at an off-site location. He will recommend dates to hold the meeting and finalize the agenda once Board input is received.

7. Action Items.

- a. **Finance Committee:** Discuss the possibility of a loan arrangement with Budget and Finance (Al Katagihara), for the PSAPs. Patricia Ohara asked if she could also be present when those discussions are held.

- b. **Executive Director:**

- i. Draft a letter to the PSAPs assuring them that expenses for wireless enhanced 911 services will be reimbursed.
- ii. Create a Policy and Practices Manual and place it on the Wireless Enhanced 911 website so Board Members can access the most current policies and practices of the board.
- iii. Update the website to show contact information for the webmaster, so individuals visiting the website can make recommendations of content and aesthetics.

- c. **Deputy Attorney General:** Obtain a legal opinion on whether the Board can expend General Funds on behalf of the PSAPs. That is, purchase the items directly from the vendors and forward the needed items to the PSAPs.

8. Announcements - None

9. The next meeting scheduled for June 9, 2006 at the same location (DAGS Comptroller Conference Room).

10. The meeting was adjourned at 11:55 a.m.

**Wireless Enhanced 911
Board Meeting
May12, 2006 – 10:00 a.m.
Department of Accounting and General Services
Comptroller's Conference Room 410
1151 Punchbowl Street, Honolulu, HI 96813**

Name	Agency	Phone
1. BILL DOOLITTLE	PII INSIGNT	[REDACTED]
2. Dexter Takashima	Kauai PD	[REDACTED]
3. Richie Nakashima	Maui P.D	[REDACTED]
4. Paul FERREIRA	HAWAII COUNTY	[REDACTED]
5. Pete JAEGER	Nextel	[REDACTED]
6. Russ K. Saito	State of Hawaii	[REDACTED]
7. GORDON BRUCE	C&C DIT	[REDACTED]
8. Clement Chan	C&C DIT	[REDACTED]
9. PAT O'HARA	AG	[REDACTED]
10. Roy IREI	T-Mo3ce	[REDACTED]
11. Philip Kahue	Akimaka Technologies	[REDACTED]
12.		
13.		
14.		
15.		
16.		
17.		
18.		
19.		
20.		

Jaeger, Pete

From: Yamane, Jeff [REDACTED]
Sent: Friday, May 12, 2006 8:17 AM
To: Jaeger, Pete
Subject: Proxy for May 12th E-911 Wireless Board

I assign my proxy to Pete Jaeger for the May 12, 2006 meeting of the Wireless E-911 Board meeting.

Jeff Yamane

Network Services - Hawaii
Cingular Wireless

[REDACTED]

[REDACTED]

Office - 808-627-8963
Wireless - 808-226-1202
Fax - 808-627-8927

[REDACTED]

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5/12/2006

Attach 2

Philip Kahue

From: Joel Matsunaga [REDACTED]
Sent: Thursday, May 11, 2006 11:09 AM
To: Philip Kahue; [REDACTED]
Cc: Irei, Roy
Subject: Reminder on Board Mtg

Just a reminder that I will not be attending tomorrow's board meeting as I will be traveling. I previously indicated that I would give my proxy to John Cole.

I did talk with Phil and he would present any Finance Committee information that I would normally.

Joel

Joel Matsunaga
Hawaiian Telcom
Tel: 808.546.3877; Fax: 808.546.8992
Email: [REDACTED]

5/15/2006

Attach 3

HAWAII WIRELESS ENHANCED 911 BOARD
STATEMENT OF CASH FLOWS
For the month ending April 30, 2006

FIRST HAWAIIAN BANK ACCOUNTS:

General Fund ITEM	Beginning Balance	Net Change	Ending Balance
Cash Inflow:			
Surcharge Collection	\$ 9,645,602.95	\$ 678,622.11	\$ 10,324,225.06
Interest Income	\$ 193,908.20	\$ 32,995.87	\$ 226,904.07
Subtotal Cash Inflow	\$ 9,839,511.15	\$ 711,617.98	\$ 10,551,129.13
Cash Outflow:			
Travel Expense	\$ (7,153.08)		\$ (7,153.08)
Consultant-Akimeka (Feb & Mar)		\$ (45,618.40)	\$ (45,618.40)
Audit Expense	\$ (25.00)		\$ (25.00)
Subtotal Cash Outflow	\$ (7,178.08)	\$ (45,618.40)	\$ (52,796.48)
Totals	\$ 9,832,333.07	\$ 665,999.58	\$ 10,498,332.65

Grant Fund ITEM	Beginning Balance	Net Change	Ending Balance
Cash Inflow:			
Nextel Contribution	\$ 1,250,000.00		\$ 1,250,000.00
Cash Outflow:			
Consulting Expense (Intrada)	\$ (108,000.00)		\$ (108,000.00)
Maui Reception Expense	\$ (2,073.64)		\$ (2,073.64)
Nextel Deployment	\$ (199,957.17)		\$ (199,957.17)
Subtotal Cash Outflow	\$ (310,030.81)	\$ -	\$ (310,030.81)
Totals	\$ 939,969.19	\$ -	\$ 939,969.19

Hawaii Enhanced 911 Board Meeting
Technical Committee Report- Pete Jaeger Chairman

May 12, 2006

1. Grant consultant – Intrado update.
 - a. Intrado Phase II update on Maui and Honolulu County.
 - b. Verizon is DONE!!
2. Project manager for PSAPs
 - a. Coordinate with Tony Rameriz and Intrado
3. Deployment updates Carrier updates on Maui (911 deployment):
 - a. Sprint, Verizon. T Mobile, and Cingular, Nextel.

Respectably submitted by Pete Jaeger

Attach 5

Hawaii Wireless E9-1-1 Deployments

Status Report- version 1.1

May 11, 2006

Maui PD

As of May 1, 2006, Verizon Wireless Phase II service was operational for all sites on Maui. Testing consumed most of the previous week. After technical problems resulting in Phase II location information not being transmitted were resolved by Verizon Wireless, testing for all sites was completed successfully. Trunk installations for Lanai are still pending; no FOC as of 5/11/06.

Wireless Service Provider	Requested Deployment Date	Planned Testing Date(s)	Notes
Verizon Wireless	4/24/06	Week of 4/24	Phase II service activation complete for Maui on May 1. Installation of Lanai trunks still pending. – need firm order commitment.
Cingular Wireless	5/23/06	Week of 5/22	On target for deployment by requested date.
T-Mobile	6/19/06		ESRK's have been issued. TCS (T-Mob gateway provider) plans to ride Intrado backbone. Data provisioning questions are being resolved in light of transition of HTEL to Intrado ALL service. Update 5/11: Goodloe to communicate newly discovered clarification of issue to TMOB.- T-Mobiles needs to order separate data circuit – can't use existing Intrado backbone. Checking with TCS Casey Bouchard on status.
Sprint PCS	7/24/06		ESRK's have been issued by HTEL. Trunk orders are underway. No FOC.

Other Maui Issues:

- Maui PD reported some intermittent problems with appearance of data on Nextel Partners calls. Update 5/11: Teams completed successful testing; problem identified and resolved. Issue closed. Additionally, Nextel Partners has implemented enhanced data tagging application which allows full utilization of E2 functionality. Service for Maui PD has been updated incorporating this functionality. This includes Cell site address, Company ID and 800 number.
- Determined that a request for service for Molokai PSAP has not been submitted to Nextel Partners. This has been reported to Maui PD representative and requested that a RFS be submitted. Goodloe is tracking to ensure timely completion.

Oahu PSAPs

Target: Wireless E9-1-1 service initiation with at least one wireless service provider by September 1, 2006.

- Request for Service: RFS not yet submitted, pending determination of timing impact of HPD remodeling project. Estimated date for remodeling project to begin is October 1, 2006. Concern is that because HPD will relocate to their backup site for an estimated three months, they may wish to postpone Wireless E9-1-1 service implementation. The backup site has very limited space availability and therefore may not have the capability to utilize necessary equipment for management of Wireless Phase II calls. Goodloe working with DIT PM to explore satisfactory alternatives. In the mean time, implementation by September 1 is in jeopardy due to compression of timeline for WSP service initiation requirements.
- 9-1-1 Mapping System: Team continues to look favorably at implementing a single 9-1-1 mapping application to serve all PSAPs on Oahu. One application provider has provided a demo and two additional are pending. DIT PM continues exploring pros and cons with PSAP operations representatives. Met with Positron and CML on May 9th.

LINDA LINGLE
GOVERNOR



RUSS K. SAITO
Comptroller

KATHERINE H. THOMASON
Deputy Comptroller

STATE OF HAWAII
WIRELESS ENHANCED 911 BOARD

May 1, 2006

Mr. Lawrence K. Mahuna
Police Chief
Hawai'i Police Department
349 Kapiolani Street
Hilo, Hawai'i 96720

Dear Chief Mahuna:

The State of Hawai'i Wireless Enhanced 911 Board, will be hosting a two-day informational workshop in Kahului, Maui, for representatives from each of the Public Safety Answering Points (PSAP) on May ** 2006.

The purpose of this workshop is to provide the PSAPs with information on the process involved in implementing Wireless E911 service within their respective agencies. The workshop will also include a presentation at the Maui Police Department Communications-Dispatch Section that has implemented Wireless E911 service with Nextel Partners on October 28, 2005 and is currently in the process of bringing other wireless carriers on line.

The Wireless E-911 Board has approved allowing for reimbursements from the Wireless E-911 Fund to the PSAPs for costs (per diem, air fare, ground transportation, etc.) associated with sending two (2) technical representatives to this workshop. Unfortunately, the current law governing the Wireless E-911 Fund allows only for reimbursements to PSAPs and does not allow the Wireless E-911 Board to pay for any expenses up-front.

Attach 7

For your information, during the 2006 Legislative Session, the Wireless E-911 Board submitted a Bill for An Act, seeking to amend Section 138-5, Hawai'i Revised Statutes, relating to Recovery from the Wireless E-911 Fund. The proposed legislation sought to:

- Change the word “reimburse” to “recover” to allow PSAPs more flexibility to obtain funding to purchase equipment (hardware and software) necessary for wireless enhanced 911 services. Reimbursement means PSAPs need to expend their funds first, requiring an appropriation by the city councils for the purchases.
- Provide the Board the authority to change the percentage of the fund that could be disbursed to wireless carriers and PSAPs. The current statute limits the expenditures out of the fund in a 2/3 to 1/3 breakdown for PSAP and Wireless Service Providers respectively. The change would have given the Board the discretion to allocate the funds in the most appropriate fashion to expedite the implementation of the enhanced service statewide.
- Allow PSAPs to recover funds for certain operating expenses related directly to providing wireless enhanced 911 services such as long distance and international charges for callbacks to wireless callers with non-local cellular numbers.

However, the Bill did not pass the second reading. The Wireless E-911 Board intends to re-introduce the measure during the 2007 Legislative Session and will be seeking your support to help pass the measure.

Should you or your staff have any questions and to confirm attendance at the workshop, please contact Mr. Phil Kahue, the Board's Executive Director at (808) 943-9545 or via e-mail at pkahue@akimekatech.com.

Sincerely,

ROY K. IREI
Chairperson

State of Hawaii
Wireless Enhanced 911 Board

Executive Director's Monthly Report
May 12, 2006

1. Reports Filed
 - a. Quarterly
 - i. April 15: Report of Funds Not Deposited in the State Treasury
 - ii. April 15: Journal Voucher for Report of Funds Not Deposited in the State Treasury
 - b. Annual - May 4: PSAP Readiness Grant Fund Annual Report
2. Inquiries – None since last month's board meeting
3. Upcoming Reporting Requirements
 - a. Quarterly
 - i. May 15: PSAP Readiness Grant Fund Quarterly Report
 - b. Annual
 - i. May 15: BJ Tables Update
 - ii. June 30: Budget Performance Measures
 - iii. July 1: Records Report System
 - c. Other – None
4. Fund Activity
 - a. Beginning Balance, General Fund: \$9,832,567.99
 - b. Deposits into General Fund
 - i. Apr 7: \$295,885.07
 - ii. Apr 19: \$308,134.46
 - iii. Apr 26: \$74,602.58SUBTOTAL: \$678,622.11
 - iv. Apr 19: Interest Earned: \$32,995.87TOTAL: \$711,617.98
 - c. Disbursements from General Fund
 - i. Check 1007: Travel Reimb, Kauai PD, \$234.92
 - ii. Check 1008: Akimeka LLC, Feb Invoice, \$24,943.80
 - iii. Check 1009: Akimeka LLC, Mar Invoice, \$20,674.60TOTAL: \$45,853.32
 - d. Ending Balance, General Fund: \$10,498,332.65
 - e. Disbursements from Grant Fund - None
 - f. Beginning & Ending Balance, Grant Fund: \$939,969.19
5. Issues for Board to Consider at Next Month's Board Meeting – None at this time.

WIRELESS ENHANCED 911 BOARD

**STATEMENT OF CASH RECEIPTS
AND DISBURSEMENTS**

**PERIOD FROM JULY 1, 2004
TO JANUARY 31, 2006
(With Independent Auditor's Report)**

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CHOO, OSADA & LEE, CPAs, INC.
CERTIFIED PUBLIC ACCOUNTANTS

1136 12th Avenue
Ste. 240
Honolulu, HI 96816

TELEPHONE (808) 734-1921

INDEPENDENT AUDITORS' REPORT

To the Directors
Wireless Enhanced 911 Board
Honolulu, Hawaii

We have audited the accompanying statement of cash receipts and disbursements of the Wireless Enhanced 911 Board, State of Hawaii for the period from July 1, 2004 to January 31, 2006. This financial statement is the responsibility of the management of the Wireless Enhanced 911 Board. Our responsibility is to express an opinion on this financial statement based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the statement of cash receipts and disbursements is free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Board's internal control over financial reporting. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the statement of cash receipts and disbursements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the statement of cash receipts and disbursements. We believe that our audit provides a reasonable basis for our opinion.

As described in Note 2, this financial statement has been prepared on the cash receipts and disbursements basis of accounting, which is a comprehensive basis of accounting other than accounting principles generally accepted in the United States of America.

In our opinion, the financial statement referred to in the first paragraph presents fairly, in all material respects, the cash receipts and disbursements of the Wireless Enhanced 911 Board, State of Hawaii for the period from July 1, 2004 to January 31, 2006, on the basis of accounting described in Note 2.

The Wireless Enhanced 911 Board, State of Hawaii has not presented management's discussion and analysis, and budgetary comparison schedules that, under the cash receipts and disbursements basis of accounting, are necessary to supplement, although not required to be a part of, the financial statement.

Choo, Osada & Lee, CPAs, Inc.

Honolulu, Hawaii
March 24, 2006

**WIRELESS ENHANCED 911 BOARD
STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS
PERIOD FROM JULY 1, 2004 TO JANUARY 31, 2006**

	Wireless Enhanced 911 <u>Fund</u>	Public Safety Answering Points <u>Readiness Fund</u>	<u>Total</u>
Cash receipts – special revenue			
Surcharges on wireless telephone connections	\$ 8,500,975	-	8,500,975
Grant	-	1,250,000	1,250,000
Interest	<u>138,573</u>	<u>-</u>	<u>138,573</u>
	<u>8,639,548</u>	<u>1,250,000</u>	<u>9,889,548</u>
Cash disbursements			
Deployment of enhanced wireless 911 service	-	307,957	307,957
Meetings	<u>7,153</u>	<u>2,074</u>	<u>9,227</u>
	<u>7,153</u>	<u>310,031</u>	<u>317,184</u>
Cash balances at end of period	\$ <u>8,632,395</u>	<u>939,969</u>	<u>9,572,364</u>

See accompanying notes to statement of cash receipts and disbursements.

**WIRELESS ENHANCED 911 BOARD
NOTES TO STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS
PERIOD FROM JULY 1, 2004 TO JANUARY 31, 2006**

NOTE 1 - NATURE OF ORGANIZATION

The Wireless Enhanced 911 Board of the State of Hawaii (Board) was established by the State Legislature in 2004 to oversee the deployment of an enhanced wireless 911 system, designed to route 911 calls from a wireless telephone to Public Safety Answering Points (PSAPs) along with the caller's identification and location.

The eleven member Board includes eight members representing PSAPs or wireless telephone service providers who are appointed by the Governor; the remaining three members consist of the State Comptroller and Consumer Advocate or their designees, and a representative from the current wireline provider of enhanced 911 services.

For administrative purposes, the Board is a part of the State Department of Accounting and General Services; however, the funds administered by the Board are outside of the State Treasury.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of accounting

The accompanying financial statement has been prepared on the cash receipts and disbursements basis of accounting, which is a comprehensive basis of accounting other than generally accepted accounting principles. Under that basis, the only asset recognized is cash, and no liabilities are recognized. All transactions are recognized as either cash receipts or disbursements, and noncash transactions are not recognized. The cash basis differs from generally accepted accounting principles primarily because the effects of surcharges receivable and obligations for unpaid expenses are not included in the financial statement.

Funds

The following are the activities of the funds presented in the financial statement:

Wireless Enhanced 911 Fund - accounts for receipt of surcharges on wireless telephone connections and disbursements to reimburse the deployment costs of wireless enhanced 911 service and to administer the fund.

Public Safety Answering Points Readiness Fund - accounts for receipts and disbursements related to a grant received from a private nonprofit organization.

NOTE 3 - CASH

At January 31, 2006, cash consisted of deposits with a Hawaii bank. Deposits in excess of the federally insured amount were collateralized by the securities held in the bank's name by its agent.

**WIRELESS ENHANCED 911 BOARD
NOTES TO STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS - continued
PERIOD FROM JULY 1, 2004 TO JANUARY 31, 2006**

NOTE 4 - SURCHARGES ON WIRELESS TELEPHONE CONNECTIONS

Under Section 138 of the Hawaii Revised Statutes, a monthly surcharge of 66 cents was imposed on each commercial mobile telephone connection as of July 1, 2004.

NOTE 4 - GRANTS

During the period from July 1, 2004 to January 31, 2006, the Board received a grant of \$1,250,000 from a private nonprofit organization to expedite the deployment of wireless 911 service.

POLICY ON COST REIMBURSEMENT

Public Safety Answering Points

In order to meet its obligations under HRS Chapter 138, the Wireless Enhanced 911 Board is responsible for the administration of the Wireless Enhanced 911 (WE911) Fund, into which is deposited the monthly surcharge imposed on each commercial mobile radio service connection collected by wireless providers and resellers, and from which is distributed reimbursable costs to eligible Public Safety Answering Points (PSAPs) and Wireless Service Providers (WSPs) for their permissible costs.

This policy establishes the guidelines to be used by Public Safety Answering Points in seeking reimbursement of their permissible costs for deploying and implementing Wireless Enhanced 911 service, in accordance with HRS §138-5.

PSAPs are eligible for reimbursement from the WE911 Fund for costs incurred for WE911 service after January 1, 2005.

PSAP Cost Eligibility

The WE911 Board will provide reimbursement subject to availability of funds:

“...the reasonable costs to lease, purchase, or maintain all necessary equipment, including computer hardware, software, and database provisioning, required by the public safety answering point to provide technical functionality for the wireless enhanced 911 service pursuant to the Federal Communications order.” (HRS §138-5)

In addition, the WE911 Board has determined that Geographic Information System (GIS) and Mapping for Phase II call handling is a necessary requirement for a PSAP to use data sent by WSPs. These costs may include, but are not be limited to, the following:

- Customer Premise Equipment (CPE) upgrades specifically required to deploy wireless 911 Phase I and Phase II service.
- Additional circuits or trunks related to wireless call volume.
- Expansion of voice logging recorder channels related to additional wireless 911 circuits.
- CAD system upgrades and additional maintenance costs caused or necessitated by WE911 (e.g., ALI data stream format change to CAD interface).
- Professional services related to the deployment of Phase I and Phase II capability.
- Initial purchase of a call accounting or telephony management information system if the PSAP does not already have such a system.
- PSAP mapping application software, upgrades, implementation costs, system integration, and maintenance costs.
- Incremental costs of Geographic Information System (GIS) data to support Computer Aided Dispatch or Mapping applications required for Phase II call handling (e.g., data extraction routines).

The WE911 Board's intent is to disburse funds to every eligible PSAP for 100 percent of their eligible expenses, in the most expeditious manner possible, and subject to the availability of funds in the WE911 Fund. If sufficient funds are not available to reimburse every PSAP for 100 percent of their eligible costs, then the WE911 Board will determine the most equitable distribution that is PSAP-neutral.

Local Exchange Carrier and 9-1-1 Service Supplier Costs that are passed on the PSAPs for reimbursement

The WE911 Board shall provide full reimbursement (subject to availability of funds) for any Local Exchange Carrier (LEC) costs that are passed on to the PSAPs, required solely for the implementation and processing of WE911 calls. These costs may include the following:

- Incremental costs of Automatic Location Database (ALI) services related to wireless Phase I and Phase II call processing.
- Incremental costs of supporting Phase I and Phase II compatible CPE.
- Central Office switch provisioning related to wireless 911 call processing.
- Additional 911 trunks from a Selective Router to the PSAP.

Submitting Reimbursement Requests

PSAPs may submit Reimbursement Requests consisting of the expenditures the PSAP has incurred since January 1, 2005. Separate Reimbursement Requests may be submitted as PSAP funds are expended, or the PSAP may submit a single consolidated request for reimbursement.

Non-Recurring Costs (NRCs) will only be reimbursed once by the Board. Recurring costs will be reimbursed monthly by the Board as they are incurred by the PSAP. PSAPs will need to submit written Reimbursement Requests for these Monthly Recurring Costs (MRCs).

Eligible costs are those determined by the WE911 Board in accordance with HRS §138-5. However, pursuant to HRS §138-5: "All other expenses necessary to operate the public safety answering point, including but not limited to those expenses related to overhead, staffing, and other day-to-day operational expenses, shall continue to be paid through the general funding of the respective counties."

Phase I/II Request Letters

Each PSAP must submit to the Board a copy of each Phase I/II request letter that was sent to the WSPs in the PSAP's jurisdiction. If a PSAP has already begun deployment of either Phase I or II, then a list of the wireless carriers and their deployment status shall also be provided.

Application Instructions

PSAPs requesting reimbursement for implementing Phase I or II WE911 service are required to submit a written Reimbursement Request to the WE911 Board, and will need to use the form

provided by the WE911 Board. The Reimbursement Request Worksheet has been designed to simplify the process of applying for the reimbursement of WE911 service and improvement costs. The worksheet will also be used for the “true-up” process at the end of each fiscal year.

The Worksheet is divided into three separate areas, as listed below.

1. **PSAP Information.** In the spaces provided, please list the PSAP name, county, the total amount requested (both one-time and recurring), and the name and title of the person completing the form. If the reimbursement check should be directed to another department or agency, please identify that contact information as well.
2. **Equipment, Systems, or Services Related to WE911.** In this section, list all equipment, systems, or services purchased by the PSAP for the implementation and maintenance of WE911 service. Each line item should correspond to specific equipment or services as invoiced by your providers. Costs should be broken down into two categories:
 - a. ***Non-Recurring Costs (NRCs)*** are one-time costs incurred by the PSAP for implementing WE911 service, such as purchase or start-up costs. These costs will only be reimbursed once by the Board.
 - b. ***Monthly Recurring Costs (MRCs)*** are those on-going costs associated with the provision of WE911 service. Examples include system maintenance or licensing costs.
3. **Local Exchange Carrier (LEC) Costs.** In this section, identify all LEC costs for the provision and maintenance of WE911 to the PSAP. Do not include LEC charges for the provision and maintenance of wire line enhanced 9-1-1 service. Costs should be broken down into the following two groups:
 - a. ***Non-Recurring Costs (NRCs)*** are one-time costs incurred by the PSAP for implementing WE911 service. Examples include, but are not limited to equipment or software purchases, installation and provisioning costs.
 - b. ***Monthly Recurring Costs (MRCs)*** are those monthly costs associated with the on-going provision of WE911 service. Examples include, but are not limited to database maintenance and technical support.

PSAP Managers/Directors will need to complete the Reimbursement Request Worksheet. Please submit the completed worksheet with copies of provider invoices to:

Mr. Philip Kahue, Executive Director
Hawaii Wireless Enhanced 911 Board
1600 Kapiolani Blvd, Suite 530
Honolulu, HI 96814

The Reimbursement Request may be provided electronically (with scanned/digitized copies of the supporting documentation) to Mr. Kahue at pkahue@akimekatech.com. Please contact Mr. Kahue directly at (808) 943-9545 to confirm receipt of the email and attachments.

Approval and Disbursement Process

After receipt of the Request, the Technical and Funding Committees of the WE911 Board will review each Application. The PSAP may be requested to provide additional information to clarify specific line items of the reimbursement request. The Committees will initially determine the eligibility of any particular cost item. The Committees will advise the PSAP of any costs that are considered ineligible, and request that the Application be amended.

At the next meeting of the Board, the Committees will report to the Board and recommend payment of the reimbursement request (as amended, if necessary). The WE911 Board will subsequently notify the PSAP of the dollar amounts approved.

If the PSAP wishes to dispute the Committee designation of ineligible costs, they should make a formal appeal to the Board, addressed to the Chair. The appeal should be provided in writing; a representative of the PSAP may optionally provide their justification in a presentation to the Board. The full Board will review the specific disputed claims for reimbursement and make a final determination of reimbursement eligibility. Arrangements for a Board Presentation should be made in advance to allow for scheduling and required public notice.

Reconciliation Process

The WE911 Board will conduct an annual reconciliation for each PSAP submitting a Reimbursement Request and receiving payments. The reconciliation will be conducted in the first quarter of each fiscal year, and will cover the immediate past fiscal year (1 July to 30 June). The initial schedule of reconciliations will be in July, August, and September 2007.

The purpose of the reconciliation is to review Monthly Recurring Costs and to understand any escalation in recurring costs, as well as to identify any opportunities for consolidation of cost centers.

Amendments to Procedures

The WE911 Board reserves the right to adopt amendments to the funding procedures and application forms as may be necessary to comply with the requirements of HRS §138. PSAPs are encouraged to suggest changes and improvements they feel may be appropriate to improve the implementation and funding of Phase I and II 911 service in the State of Hawaii.

Dispute Resolution

Disputes will be resolved in accordance with HRS section 138-11.

PSAP REIMBURSEMENT REQUEST WORKSHEET

1. PSAP INFORMATION

- a. PSAP/County:
b. Individual submitting request:
c. Rank/Title:
d. Telephone Number: Email Address:
e. Contact/Address for Reimbursement Payments:
f. Total Amount Requested: NRC: \$ MRC: \$

2. EQUIPMENT, SYSTEMS, OR SERVICES RELATED TO WIRELESS E9-1-1				
Item	Description	Quantity	Non-Recurring Cost (NRC)	Monthly Recurring Cost (MRC)
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
	Total			

3. LEC COSTS FOR WIRELESS E9-1-1				
Item	Description	Quantity	Non-Recurring Cost (NRC)	Monthly Recurring Cost (MRC)
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
	Total			

If more space is needed, please add lines to the tables or copy this page.

POLICY ON COST REIMBURSEMENT

Wireless Service Providers

In order to meet its obligations under HRS Chapter 138, the Wireless Enhanced 911 (WE911) Board is responsible for the administration of the Wireless Enhanced 911 Fund, into which is deposited the monthly surcharge imposed on each commercial mobile radio service connection collected by wireless providers and resellers, and from which is distributed recoverable costs to eligible public safety answering points and wireless providers for their permissible costs.

This policy establishes the guidelines to be used by Wireless Service Providers (WSPs) in seeking reimbursement of their permissible costs for deploying and implementing Wireless Enhanced 911 service, in accordance with HRS §138-5.

Cost Recovery Plan

1. Each WSP shall submit to the Board a Cost Reimbursement Plan that includes a brief description of the Phase II solution to be deployed. The Cost Reimbursement Plan shall contain a reasonable estimate of the WSP's costs for both one-time Non-Recurring Costs (NRCs), and Monthly Recurring Costs (MRCs). Each item shall provide a specific description of each type of expense and the estimated cost of each item.
2. NRCs shall represent the WSP's one-time, non-recurring costs incurred in preparing its network to deliver WE911 service in Hawaii. NRCs may include, but are not be limited to:
 - The acquisition and installation of equipment required to provide Wireless 911 Phase I and Phase II.
 - Application software directly related to WE911 service.
 - Network upgrades necessary to achieve Phase I and II WE911 compatibility.
 - Initial creation and loading of information regarding cell site locations, cell sector identifiers, and routing.
 - Establishment of any necessary network connectivity.
 - Design, development, and implementation of the WSP's operations and other one-time costs that may be incurred during development and startup of WE911 service.
 - Required upgrades to the Mobile Telephone Switching Office.
 - Connection fee to the 9-1-1 Selective Router.
 - Research & Development efforts directly related to WE911 service.
 - Network design directly related to WE911 service.
 - Test plan development related to WE911 service.
 - Completion of functional testing.
 - Completion of coverage and accuracy testing.

3. MRCs shall represent the WSP's Monthly Recurring Costs for providing WE911 service in Hawaii only. Such MRCs shall include, but not be limited to:
 - Services provided by third party vendors directly related to WE911 service.
 - Updating database information in various databases such as routing and location information.
 - Incremental upgrades to infrastructure and facilities required for WE911 capabilities.
 - On-going database management tasks.
 - Periodic performance reporting.
 - Operations directly related to WE911 service.
 - Routing charges directly related to WE911 service.
 - Engineering directly related to WE911 service.
4. Cost information should include but not be limited to the following:
 - Items listed as equipment should contain a description of the equipment, its purpose for Phase I or Phase II, quantity, cost, and manufacturer.
 - Items for external contractors should provide a name of the company, a description of the work to be performed, and the cost of the service provided.
 - Items listed as internal to the WSP should identify the department, description of work performed, purpose, and cost.
5. Proprietary information submitted by the WSP shall be held in confidence as authorized by HRS §138-8. All such information submitted to the WE911 Board shall be marked or stamped "Proprietary" or "Confidential" by the WSP.
6. The WSP shall maintain documentation for all charges and invoices as they relate to the implementation and maintenance of WE911 service in Hawaii. The books, records, and documents of the WSP, shall be maintained in accordance with generally accepted accounting principles.
7. The WE911 Board will reimburse the WSP for its eligible costs for WE911 service, subject to availability of funds as provided for in HRS §138-5. The payment of an invoice by the WE911 Board shall not prejudice the Board's right to object to or question any invoice or matter in relation thereto. Such payment by the WE911 Board shall neither be construed as acceptance of any part of the work or service provided nor as an approval of any of the amounts invoiced therein. Submission of an invoice by a WSP to the WE911 Board shall not constitute a financial or legal liability on the part of the WE911 Board.
8. The WSP shall submit a sworn and true invoice to the WE911 Board for its costs. Any such payment shall be subject to the availability of funds, and in accordance with HRS §138-5. In no event shall a WSP be reimbursed an amount in excess of its actual costs. For purposes of cost reimbursement, a sworn and true invoice consists of an invoice prepared by the WSP that describes the cost reimbursement being requested. The invoice

must be attested by an authorized agent of the WSP. WSPs must submit documentation that the costs were actually incurred as invoiced. Internal costs (such as engineering time, facilities, proportionate share of software and personnel, etc.) must be supported by documentation.

9. Payment for Monthly Recurring Costs shall not begin until the WSP has initiated Phase I service to at least one PSAP in the State of Hawaii.
10. Each WSP seeking cost recovery for Phase II must provide a sworn statement that certifies that the Phase II solution meets the minimum accuracy requirements established by the FCC as measured on a statewide basis.
11. The WSP shall include a subscriber count as of the previous month of the reimbursement request for Monthly Recurring Costs. The WSP shall also include the total number of cell sites deployed.

Application Instructions

Wireless Providers and Resellers will need to submit a written request for reimbursement with supporting documentation to:

Mr. Philip Kahue, Executive Director
Hawaii Wireless Enhanced 911 Board
1600 Kapiolani Blvd, Suite 530
Honolulu, HI 96814

The Reimbursement Request may be provided electronically (with scanned/digitized copies of the supporting documentation) to Mr. Kahue at pkahue@akimekatech.com. Please contact Mr. Kahue directly at (808) 943-9545 to confirm receipt of the email and attachments.

Approval and Disbursement Process

After receipt of the Request, the Technical and Funding Committees of the WE911 Board will review each Application. The WSP may be requested to provide additional information to clarify specific line items of the reimbursement request. The Committees will initially determine the eligibility of any particular cost item. The Committees will advise the WSP of any costs that are considered ineligible, and request that the Application be amended.

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Dispute Resolution

Disputes will be resolved in accordance with HRS section 138-11.

Akimeka LLC			
Form No.: CS-SR-1	Revision: 0.0	Date:	Page 1 of 2 pages
<p align="center">Customer Satisfaction Rating Survey (This is an optional form that a customer may use to rate Akimeka's performance.)</p>			
Contract: Wireless Enhanced 911		Task Order/Project: NA	
Client Organization: State of Hawaii Wireless Enhanced 911 Board		Client Representative: Paul Ferreira	
Division Vice President: NA		Project Manager: Philip Kahue	
Quality	Schedule	Cost Control	Business Relations
Conformance with contract requirements	Met interim milestones	Current, accurate and complete billings	Effective management
Score: _____	Score: _____	Score: _____	Score: _____
Accuracy of Reports	Responsive to technical direction	Relationship of negotiated to actual costs	Prompt notification of problems
Score: _____	Score: _____	Score: _____	Score: _____
Consistency of Quality Performance	Contract change orders or administrative requirements	Timeliness of billings	Reasonable, cooperative
Score: _____	Score: _____	Score: _____	Score: _____
Appropriateness of Personnel	Completed on time, including contract administration	Cost containment initiatives	Proactive
Score: _____	Score: _____	Score: _____	Score: _____
Technical Excellence	No liquidated damages	Change orders	Effective contractor-recommended solutions
Score: _____	Score: _____	Score: _____	Score: _____
TOTAL	TOTAL	TOTAL	TOTAL
AVERAGE	AVERAGE	AVERAGE	AVERAGE

CUSTOMER SATISFACTION RATING SURVEY

Summarize contractor performance in each of the related areas. Assign each area a score of 1 (unsatisfactory), 2 (marginal), 3 (satisfactory), 4 (very good), or 5 (exceptional). Use the following instructions as a guide in making these evaluations. Ensure that this assessment is consistent with any other customer assessments made (i.e., for payment of fee purposes).

	Quality	Schedule	Cost Control	Business Relations
1 Unsatisfactory	Nonconformance is compromising the achievement of contract requirements despite customer resources.	Delays are compromising the achievement of contract requirements, despite the use of customer resources.	Cost issues are compromising performance of contract requirements.	Response to inquiries, technical/service/administrative issues is not effective and responsive.
2 Marginal	Nonconformance requires major customer resources to ensure achievement of contract requirements.	Delays require major customer resources to ensure achievement of contract requirements.	Cost issues require major customer resources to ensure achievement of contract requirements.	Response to inquiries, technical/service/administrative issues is not effective and responsive.
3 Satisfactory	Nonconformance requires minor customer resources to ensure achievement of contract requirements.	Delays require minor customer resources to ensure achievement of contract requirements.	Cost issues require minor customer resources to ensure achievement of contract requirements.	Response to inquiries, technical/service/administrative issues is somewhat effective and responsive.
4 Very Good	Nonconformance does not impact achievement of contract requirements.	Delays do not impact achievement of contract requirements.	Cost issues do not impact achievement of contract requirements.	Response to inquiries, technical/service/administrative issues is usually effective and responsive.
5 Exceptional	There are no quality problems.	There are no delays.	There are no cost issues.	Response to inquiries, technical/service/administrative issues is effective and responsive.

FAQ List for WE-911 Website:

What law established the surcharge on wireless subscribers for the implementation of wireless enhanced 911 service?

Act 159/2004 SLH created a special fund outside the State Treasury to pay for the implementation of wireless enhanced 911 service in the state.

What is the purpose of the fund?

The Wireless Enhanced 911 Fund was created to provide Public Safety Answering Points (PSAPs) and wireless service providers (WSPs) with the funding needed to acquire technology that will enable PSAPs receiving 911 calls from wireless phones to see the caller's identification and location. This in turn will increase public safety and emergency response.

What is a PSAP?

A Public Safety Answering Point (PSAP) is a facility equipped and staffed to receive 911 calls, and dispatches appropriate public safety agencies to respond to those calls.

Who manages the fund?

The Wireless Enhanced 911 Board (the Board) manages the fund, which is administratively attached to the Department of Accounting and General Services (DAGS). The creation of the Board was authorized under Act 159/2004 SLH.

How much is the surcharge?

The rate of the surcharge is set at 66 cents per month for each commercial mobile radio service connection, which is each active wireless telephone number assigned to a commercial mobile radio service customer, including end-users of resellers whose place of primary use is within Hawaii. All wireless providers and resellers are required to bill and collect from each of their customers the 66 cents. HRS §138-4, established the rate of the surcharge.

How was the amount of the surcharge determined?

The figure represents the average charge of forty similar wireless charges among the fifty states, according to the task force. The high was West Virginia at \$1.43 and the low was Connecticut at \$0.20 cents. Using the most current information available, the task force determined that the average statewide, fixed rate for residential and commercial customers was \$0.85. The calculation for Hawaii is based on a population of 750,000 wireless customers, based upon figures from the Federal Communications Commission and Verizon Hawaii as of December 2002 and accounting for the time element in beginning to collect the surcharge and the increase in subscribers since December 2002.

Will the amount of the surcharge ever change?

In accordance with HRS §138-4, the Board may make recommendations to the legislature as to whether the surcharge and fund should be discontinued, continued as is, or amended. When considering whether to discontinue, continue as is, or amend the fund or surcharge, the board's recommendations shall be based on the latest available information

concerning costs associated with providing wireless enhanced 911 service in accordance with the Federal Communications Commission order (FCC Order 94-102).

What will the money be used for?

The fund will be expended exclusively for the purpose of ensuring adequate cost reimbursement for PSAPs and Wireless Service Providers in the deployment of Phase I and II wireless enhanced 911 service, and for administrative expenses of the Board.

What is Phase I and Phase II Wireless Enhanced 911 Service?

In 1996, the FCC adopted wireless 911 rules in a two-phased approach. Under Phase I (April 1, 1998), wireless carriers must provide PSAPs with a callback number and the location of the cell site/sector receiving the 911 call. Under Phase II (October 1, 2001), wireless carriers are required to provide PSAPs the location of all 911 calls by longitude and latitude.

For Phase II, there are two basic solutions; handset-based and network-based. In handset-based solutions, GPS processing is used. In network-based solutions, a network of base stations triangulates the call for location.

In Oct 99, the FCC imposed rules for handset-based solutions of 50 meters for 67% of calls, and 150 meters for 95% of calls. It also established separate rules for network-based solutions: 6 months for 50% of PSAP's coverage area, and 18 months for 100% coverage.

ATTACHMENT 2

Hawaii Wireless Enhanced 911 Board Travel Reimbursement Check Request

A. Reimbursement Information:

Name:
Title
Organization:
Phone No.
Fax No.
Email ID:

B Purpose of Travel:

C. Travel Itinerary:

Date:	From:	To:
Date:	From:	To:
Date:	From:	To:

	Amount
D. Airfare:	\$ -
E. Ground Transportation:	\$ -
Rental Car Company	\$ -
Taxi/Other:	\$ -
F. Parking	\$ -
G. Lodging (name of hotel/accommodations):	\$ -
H. Meals (attached details separately)	\$ -
I. Per Diem (if applicable)	\$ -
J. Other Describe:	\$ -
K. Other Describe:	\$ -
L. Total Expenses:	\$ -

L. Certification: "I certify that the above request for reimbursement of expenses from the Hawaii Wireless Enhanced 911 Board is accurate and true to the best of my knowledge."

Signature: _____

Date: _____

Board Approval for Payment: _____

Attach 13

Wireless Enhanced 911 Board
Strategic Planning Conference

1. Purpose. To develop a Strategic Plan for the Wireless Enhanced 911 Board so that the goals of the Board may be realized and accomplished in an effective and efficient manner.
2. Date, Time & Location. TBD
3. Issues to Consider.
 - a. Mission – What are we chartered to accomplish? HRS 138.
 - b. Vision – What will success look like?
 - c. Environmental Scan – SWOT Analysis
 - i. Strengths
 - ii. Weaknesses
 - iii. Opportunities
 - iv. Threats
 - d. Gap Analysis – The difference from our current position and our future desired end state
 - e. Strategic Programming
 - i. Strategic Goals – milestones that we achieve from strategic issues
 1. Goals should be specific, measureable, acceptable, realistic, and have set timeframes.
 - ii. Action Plans – define how we get to where we want to go
 - iii. Responsibilities Assigned.
 - f. Periodic Evaluation of Strategy – must take into consideration emergent strategies and changes affecting our intended course.